Marine Corps War College

Command Brief
18 July 2012

Agenda

- Institutional Foundations
- Organization
- Faculty, Staff & Student Demographics
- Curriculum Overview
- Director’s Assessment
- Key Initiatives

Institutional Foundations

History

- Aug 1990: Started as the “Art of War Studies” Program
- Aug 1991: Designated an independent school under MCU
- Dec 1992: JPME Phase I accreditation
- Aug 1999: Accessed interagency students
- Aug 2001: Accredited by SACS/ Master of Strategic Studies
- Sep 2006: JPME Phase II accreditation
- Jul 2008: Expanded to two seminars
- Jul 2010: Accessed international military students
- Apr 2012: Joint Staff J7/PAJE reaffirms JPME Phase II accreditation

Context

"Professional Military Education represents the most important investment the Marine Corps can make to meet the challenges that the 21st Century will bring. The Marine Corps has traditionally believed that people and human qualities such as honor, courage, commitment, and intellect are more important than the material accouterments of war. Wars are won by the enduring powers of human spirit and intelligence, as opposed to the fleeting technologies and the weapon systems of the day."

The Wilhelm Report, 2006

"Marines are specifically trained and broadly educated to understand cultures and populations, to thrive in chaotic environments, and to recognize and respond creatively to demanding situations."

General James T. Conway

Strategy 2025

"We will better educate and train our Marines to succeed in distributed operations and increasingly complex environments."

General James F. Amos
#3 of 4 Enduring Priorities

CMC Planning

"The critical thinking skills that are the product of education are an essential asset for the increasingly complex and uncertain future operating environment...The military has traditionally relied on education in times of uncertainty to develop understanding of the future security environment, lead adaptation and ensure readiness to face future, unknown challenges."

General Martin Dempsey, CICS

MCWAR Vision

To be the preferred choice for leaders seeking a world-class educational experience in preparation for assuming senior leadership positions in a dynamic and complex security environment – grounded in enduring principles and values while continuously adapting to ensure relevance.

MCWAR Decision Memorandum dtd 28 Feb 12

MCWAR Strategic Goals

Source: MCWAR Strategic Plan AY2010-2015 (1 July10)

- Goal 1 (Students): Enhance and expand the student population in order to improve the quality of education and the number of graduates to meet the needs of the services and the combatant commanders.
- Goal 2 (Faculty & Staff): Expand and enhance the faculty in order to provide world-class instruction on the design, development and implementation of national security policy and strategy.
- Goal 3 (Curriculum): Apply academic rigor to the design, development, presentation, and evaluation of the curriculum in order to better prepare graduates to make sound decisions in a complex security environment.
- Goal 4 (Facilities): Secure sufficient educational resources (funding, facilities, furnishing, and technology) to support the College's expansion and enhance the students' ability to operate in an increasingly digital and distributed environment.
- Goal 5 (Outreach): Increase the College's organizational reputation as a center for Marine Corps and joint professional military education excellence.

Pending Update

MCWAR Mission

The Marine Corps War College, as the senior PME institution of the Marine Corps, educates selected military and civilian professionals in order to develop critical thinkers, military strategists, joint warfighters, and strategic leaders who are prepared to meet the challenges of a complex and dynamic security environment.

MCWAR Program Outcomes

- Develop critical thinkers with the broad intellectual foundation required to creatively employ all instruments of national power to meet the challenges of a complex and dynamic security environment.
- Develop military strategists educated in the profession of arms and in the relationships between ends-ways-means who understand the utility (and limitations) of employing force or the threat of force in the pursuit of political objectives.
- Develop joint warfighters skilled in the employment of joint, interagency and multinational forces to attain theater-strategic objectives through the design, organization and conduct of campaigns and major operations in support of national military strategy.
- Develop strategic leaders who possess the judgment, creativity, communications skills, and ethical grounding required to assume senior leadership positions within their service or agency.

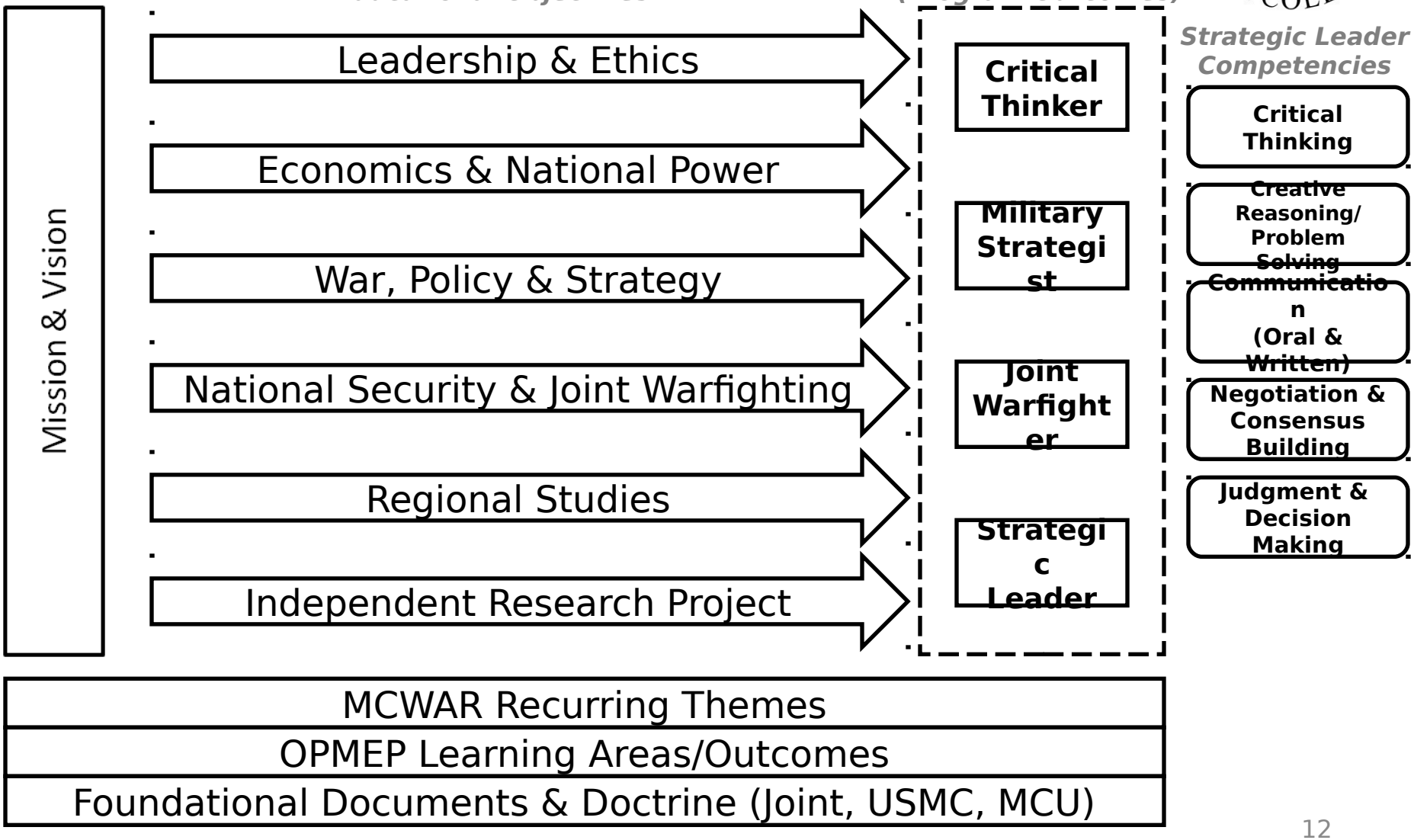
MCWAR Recurring Themes

- The character of war changes over time but the nature of war is enduring.
- Social, cultural, and economic factors shape the way that states (and non-state actors) use force or threaten the use of force to achieve political objectives.
- The “human dimension” is central in war, politics and diplomacy; consequently, the subjects of leadership, morality, ethics, and the art of command are central to an understanding of the profession of arms.
- Consistent success in war and peace requires the integrated application of all instruments of national power.
- The national security environment is inherently complex, dynamic, and unpredictable.
- Effective strategists understand the relationships between ends-ways-means in the pursuit of political objectives.

MCWAR Strategic Leader Competencies

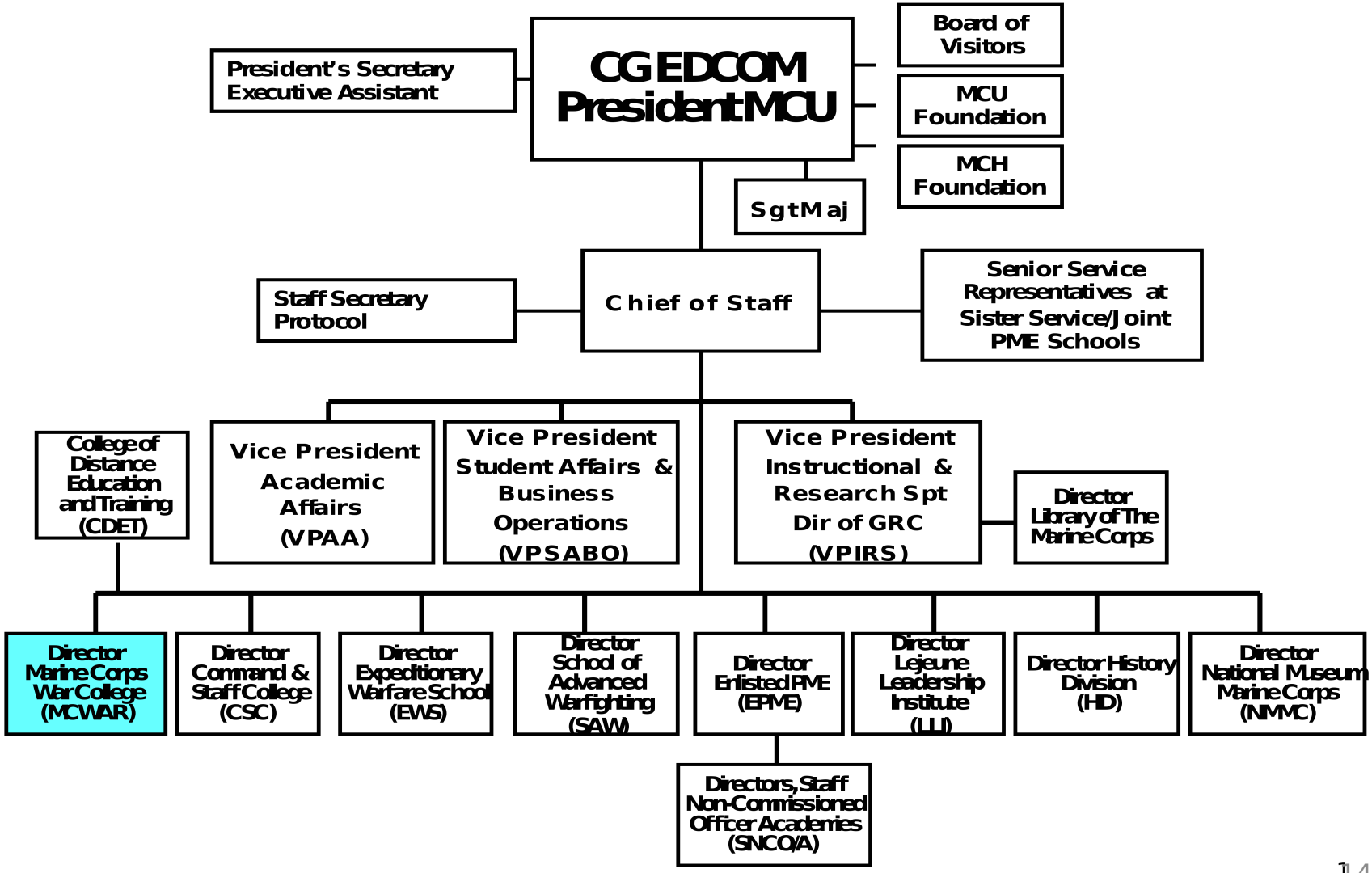
- Critical Thinking
- Creative Reasoning/Problem Solving
- Communication
- Negotiation & Consensus Building
- Judgment & Decision-Making

MCWAR "Underlying Logic"

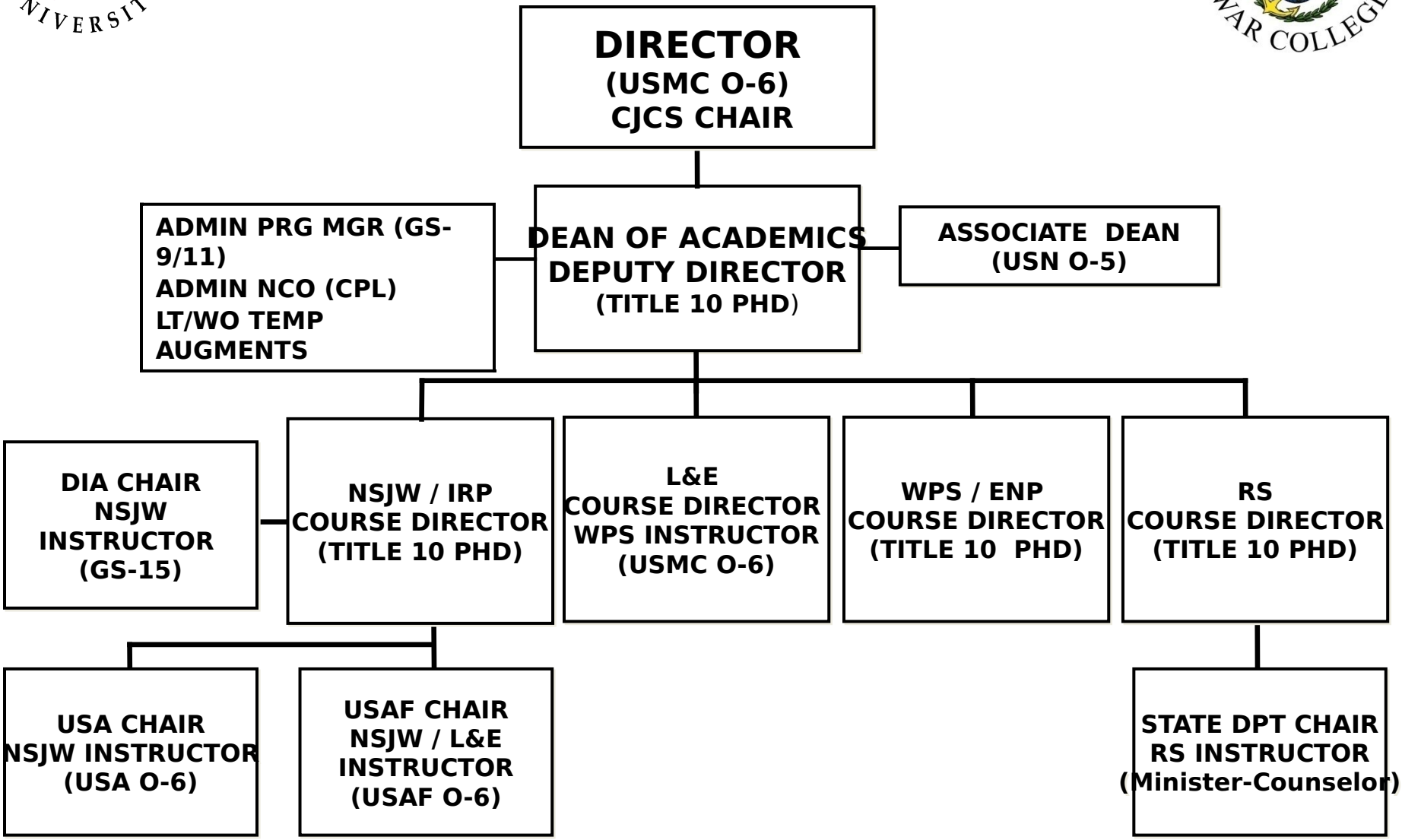


Organization

MCU Organization


CG EDCOM
President MCU
President's Secretary
Executive Assistant
Board of Visitors
MCU Foundation
MCH Foundation
SgtMaj
Chief of Staff
Staff Secretary
Protocol
Senior Service Representatives at Sister Service/Joint PME Schools
College of Distance Education and Training (CDET)
Vice President Academic Affairs (VPAA)
Vice President Student Affairs & Business Operations (VPSABO)
Vice President Instructional & Research Spt Dir of GRC (VPIRS)
Director Library of The Marine Corps
Director Marine Corps War College (MCWAR)
Director Command & Staff College (CSC)
Director Expeditionary Warfare School (EWS)
Director School of Advanced Warfighting (SAW)
Director Enlisted PME (EPME)
Director Lejeune Leadership Institute (LLI)
Director History Division (HD)
Director National Museum Marine Corps (NMMC)
Directors, Staff Non-Commissioned Officer Academies (SNCO/A)

MCWAR Organization



Demographics

Faculty & Staff Profile

Snapshot as of 12 July 2012

Element	Military Officers	Military Enlisted	Civilian (Title 10)	Civilian (Other)	Total
Cmd Element	1		1[1]		2
Staff	3[2]	1		1[3]	5
Faculty	3		3	2	8
Total	**7**	**1**	**4**	**3**	**15**

(1) Billet gapped; incoming Dean of Academics to report 30 July
(2) Includes (2) temporary augments from TBS awaiting training
(3) Billet gapped; pending replacement

Profile	
4 – Colonels	5 – Doctoral Degrees
4 – Title X Professors (PhD)	19 – Master's Degrees
1 – Minister-Counselor	6 – Senior-Service College Graduates
1 – Intelligence Officer (LDO)	

The faculty is augmented by MCU & DoD adjunct faculty, subject matter experts & senior military, government & industry leaders.

Faculty & Staff Turnover AY12-13

Position	Outgoing	Incoming	Status
Dean of Academics/ Deputy MCWAR	Dr. Bob Mahoney	Dr. James Anderson	Reports 30 July
L&E Course Director	Col B.K. McCrary	Col Jeff “SAM” Dubinok	Reported Aboard
Air Force Chair	Col Byran “Clam” Bearden	Col Mike “Slam” Byrne	Reports 16 July
Army Chair	COL Phil Swinford	COL Steve Miska	Reported Aboard
State Dept Chair	Mr. Terry Breese	Mr. Kevin Johnson	Reports 16 July
Admin Program Manager	Ms. Jennifer Vanhorn	Ms. Carol Ann Parker	TBD Pending Final Processing

Notes:

- *All (3) military faculty in transition*
- *50% (4 of 8) first line faculty; continuity provided by (4) remaining civilian faculty:*
  - *Dr. Tammy Schultz, NSJW & IRP Course Director*
  - *Dr. Jim Lacey, ENP & WPS Course Director*
  - *Dr. Bill Morgan, RS Course Director*
  - *Dr. Bruce MacKay, DIA Chair & NSJW Instructor*

Student Profile

AY2011-2012

Service /Agency	Students
USMC	9
USMCR	1
USAF	4
USA	3
USN	3
USCG	1
State Department	1
CIA	1
DIA	1
FBI	1
International*	2
Total	**27**

* *Jordan, ROK*

AY2012-2013

Service /Agency	Students
USMC	9
USMCR	1
USAF	4
USA	4
USN	2
USCG	1
State Department	0
CIA	1
DIA	1
FBI	1
International*	3
Total	**27**

* *Taiwan, Pakistan, UAE*

Curriculum Overview

Core Courses

- Leadership & Ethics (L&E)
- Economics & National Power (ENP)
- War, Policy & Strategy (WPS)
- National Security & Joint Warfighting (NSJW)
- Regional Studies (RS)
- Independent Research Project (IRP)

Leadership & Ethics

Key Themes:

- Strategic Leadership
- Critical & Creative Thinking
- Complexity & Systems Theory
- Morality & Ethics
- Strategic Negotiations
- Self-Assessment/ EADP

Curriculum Breakdown (AY11-12):

- Academic Days 14.5
- Semester Hours 4
- Contact Hours 55
- CH % of Curriculum 9%

** (16) in AY12-13 not incl Advanced Studies*

Learning Outcomes:

1. Apply critical analysis skills to complex situations.
2. Evaluate individual thought processes through systematic self-assessment.
3. Contrast the creative thinking and creative problem solving methodology with the critical analysis methodology as viable approaches to complex situations.
4. Analyze the differences in command and collaborative approaches of senior leaders in the joint, interagency and international environments.
5. Analyze pertinent cultural contexts in order to operate and communicate effectively across cultural, joint, interagency and international environments.

AY13 Leadership & Ethics Core Curriculum

8500	Introduction to the Foundations Block
8501	Seven Revolutions (CSIS)
8502	Creative Thinking
8503	Decision-Making and Implementation
8504	Critical Thinking
8505	Foundations of Western Philosophy (Antiquity)
8506	Foundations of Western Philosophy (Post-Middle Ages)
8507	Professional Skills Development: Effective Reading
8508	Strategic Leader Decision-Making
8509	Professional Skills Development: Research Methodology
8510	Professional Skills Development: Effective Writing
8511	Profession of Arms and Ethics
8512	Ethical Use of Military Force
8513	Command Responsibility: Use of Force
8514	Collaborative Decision-Making (Gen Zinni)
8515	Strategic Negotiation Exercise
8516	Future War
8517	Executive Assessment and Development Program (EADP)

Economics & Nat Power

Key Themes:

- Key Instrument of National Power
- Impact on Strategy
- Economic Statecraft
- Impact of Globalization
- Competition for Strategic Resources
- Capstone: New York City Trip

Curriculum Breakdown (AY11-12):

• Academic Days	9*
• Semester Hours	4
• Contact Hours	51.5
• CH % of Curriculum	8%

** No change in AY12-13*

Learning Outcomes:

1. Apply the fundamentals of monetary, fiscal and trade policy.
2. Analyze the impact of the global move to free market economies.
3. Analyze the relationship between economic conditions and national security.
4. Analyze the growing interdependence of the global economic environment and the impact of this interdependence on national power.

AY13 Economics & Nat Power Core Curriculum

8600 Course Overview / Introduction
8601 Nation At Arms: A History of Finance and Power
8602 Economic Systems: Concepts and Definitions
8603 How US and Global Finance Markets Work
8604 Geostrategic Impact of Current Financial Decisions – Debt Crisis
8605 Monetary and Fiscal Policy
8606 International Finance and Economic Situation
8607 Trade
8608 Energy: Strategic Resources
8609 Development
8611 Preparation for NYC Field Study Trip
8612 NYC: Equilibrium of the US Economy (JP Morgan)
8613 NYC: Global Economics (Duquense Global Management)

8614 NYC: Field Study Trip Synthesis - Economics and National Security
8615 Economics Writing Assignment

War, Policy & Strategy

Key Themes:

- Strategic Theory & Practice
- Historical Case Studies
- Staff Rides:
  - Antietam/Gettysburg
  - Normandy
  - Waterloo

Curriculum Breakdown (AY11-12):

- Academic Days 32.5
- Semester Hours 5
- Contact Hours 78.5
- CH % of Curriculum 13%

** (29) in AY12-13 not incl Advanced Studies*

Learning Outcomes:

1. Apply traditional and non-traditional principles of war at the strategic and operational levels of war.
2. Analyze national security policies, national military strategies and associated theater campaigns and operations.
3. Analyze the relationship between the components of national power (DIME) and the achievement of strategic end states.
4. Analyze the impact of cultural, social and political factors on the design, development and execution of military strategy.

AY13 War, Policy & Strategy Core Curriculum

Block I Basic Concepts
8100 Introduction to WPS
8101 War, Policy and Strategy: The Basic Concepts
8102 War in the Traditional Western World: Thucydides (I)
8103 War in the Traditional Western World: Thucydides (II)
8104 Napoleon: The Austerlitz Campaign
8105 Why Napoleon Lost: Strategic Factors
8106 Jomini
8107 Why the North Won the Civil War: Strategic Factors (Civil War Staff Ride)

Block II The Theory and Practice of War
8108 Power and Strategy
8109 Clausewitz I
8110 Clausewitz II
8111 War in the Traditional Sinitic World: Sun Tzu (Sun Zi)
8112 World War I Instructor Reading
8113 March To War: The July Crisis
8114 World War I: The Collapse of Strategy
8115 World War I: Case Study (Middle East – Part One)

AY13 War, Policy & Strategy Core Curriculum, cont.

Block II The Theory and Practice of War (continued)
8116 World War I: Case Study (Middle East – Part Two)

Block III Modern War Case Studies
8117 Sea Power
8118 Air and Space Power
8119 The Indirect Approach
8120 Warfighting from the Sea
8121 Innovation
8122 WWII Case Study: The Making of Global Strategy (Casablanca Wargame)
8123 WWII Case Study: Military Strategy in the Pacific
8124 War Termination
8125 The Cold War and Nuclear Revolution – NSC-68

Block IV Strategic Issues
8126 The American Experience with Insurgencies
8127 Mao Case Study
8128 Vietnam – A Strategic Examination
8129 Power Transitions in History

National Security & Joint Warfare

Key Themes:

- National Culture
- Structures & Actors
- Strategic Documents & Policies
- Executing National Strategy
- Joint Planning
- Capstone: JLASS-EX

Curriculum Breakdown (AY11-12):

• Academic Days	45*
• Semester Hours	13
• Contact Hours	201
• CH % of Curriculum	33%

** (41) in AY12-13 not incl Advanced Studies*

Learning Outcomes:

1. Analyze relationships among the principal contributors to national security policy.
2. Evaluate the formal governmental processes that contribute to the development of national security and defense policy.
3. Apply concepts for the direction of joint warfare to operations plans.
4. Evaluate the impact of current issues on national defense policy.

AY13 Nat Security & Joint Warfare Core Curriculum

Block I National Security Culture, Structure & Actors

8400 Introduction to National Security and Joint Warfare
8401 Principles of American Government I
8402 Principles of American Government II
8403 American Foreign Policy Tradition
8404 Civil-Military Relations
8418 Benevolent Hegemony
8411 The “Interagency”
8405 Pre-Goldwater-Nichols Joint/Interagency Operations
8436 The Presidency
8406 The Department of Defense, the QDR, and the NMS
8407 The Intelligence Community
8408 The Department of Homeland Security & Defense Support to Civil Authorities
8409 The National Security Staff & the National Security Strategy
8410 Congress Changed to one day versus two
8412 The Media
8437 Operational Civilian Capacity
8413 Non-Governmental Organizations and Contractors

AY13 Nat Security & Joint Warfare Core Curriculum, cont.

Block I National Security Culture, Structure & Actors (continued)

8414 Think Tanks
8498 Visits to/from Services, Agencies, and Departments

Block II Joint Warfare

8419 Stability Operations
8420 Counter-Insurgency Operations
8421 Contemporary Issues in Conventional Operations
8422 Coercion
8424 Weapons of Mass Destruction: Technology /Issues
8426 Cyber Warfare/Space Operations
8428 National Strategic Direction I: JSPS
8429 National Strategic Direction II: JOPES
8435 Life on a Joint Staff
8430 Operational Art
8431 Joint Operations Planning Process
8432 Introduction to Joint Land, Aerospace, and Sea Simulation Exercise
8433 Joint Land, Aerospace, and Sea Simulation Exercise Planning

Regional Studies

Key Themes:

- Study of Key Regions/Countries
- Strategic Context
  - Geopolitical
  - Socioeconomic
  - Cultural
- Capstone: Intl Field Study Program

Curriculum Breakdown (AY11-12):

• Academic Days	33*
• Semester Hours	11
• Contact Hours	165
• CH % of Curriculum	27%

*(29) in AY12-13 not incl Advanced Studies

Learning Outcomes:

1. Evaluate U.S. foreign policy in the context of national security through a variety of analytical lenses.
2. Synthesize strategies to protect and promote U.S. global interests in an increasingly globalized world.
3. Analyze the impact of the use of U.S. forces on key regions of the world.
4. Analyze causes of regional instability, conflict and cooperation, including an evaluation of cultural influences at the political and strategic level.
5. Evaluate the risks and opportunities inherent in the relationships between the U.S. and foreign countries and their impact on U.S. policy.

AY13 Regional Studies Core Curriculum

Block I	Foundations
8211	International Relations and the International System
8201	Deciphering Foreign Policy Decision-Making
8206	The UN , Peacekeeping, & Intl Security
8205	The State Department
8215	The Embassy and Country Team
8207	State Department Field Study
8202	Strategic Communication/Public Diplomacy
8203	Comparative Politics
8204	Operational Culture
Block II	Africa, Asia and Latin America
8216	Africa Mega-Trends
8228	China I
8229	China II
8226	US-Japan Alliance
8227	The Korean Peninsula

AY13 Regional Studies Core Curriculum, cont.

Block II	Africa, Asia and Latin America, cont.
8230	Southeast Asia
8231	South China Sea
8224	India
8218	Brazil
8219	Colombia – A COIN Success?
8222	Mexico
8221	Democracy, Populism and Authoritarianism
8223	US Policy in Latin America

Block III	Asia & Europe
8208	The Middle East and the Arab Spring
8209	The Arab-Israeli Conflict
8210	Iran
8212	SW Asia: Afghanistan & Pakistan
8236	The EU Project
8237	European Security and NATO

AY13 Regional Studies Core Curriculum, cont.

Block III Asia & Europe, cont.

8238 Russia: Politics and Economy
8239 Russia: Foreign Policy and Military
8235 Turkey

Block IV International Field Study Trips

8246 Europe Trip
8247 Asia Trip
8244 Europe Trip Brief and Synthesis
8245 Asia Trip Brief and Synthesis

Independent Research Project

Key Themes:

- In-Depth Study of Strategic Issues
- Four options:
  - Scholarly Research Paper
  - Agency, Dept, Service Paper
  - Co-Authored Faculty Paper
  - Advanced Study Program (ASP)

Curriculum Breakdown (AY11-12):

• Academic Days	12*
• Semester Hours	4
• Contact Hours	60
• CH % of Curriculum	10%

*(13) in AY12-13 if writing a paper vice ASP

Learning Outcomes:

1. Defend well-stated positions with clear logic and evidence.
2. Develop scholarly, research-based written and oral projects.
3. Derive research-based recommendations to address complex strategic issues.

Field Study Program

- Staff Rides
  - Antietam, Gettysburg, Normandy, Waterloo
- New York City Trip
  - ENP capstone, RS and L&E linkages
- COCOM Trips
  - Linked to JLASS preparation
- JLASS Exercise
- International Field Study Trips
  - Europe (France, Belgium, Turkey, Russia)
  - Asia (South Korea, China)

Advanced Studies Program

New for AY12-13

- Purpose: to provide students with the opportunity to explore critical subjects more deeply than is feasible within the core curriculum
- Advanced Studies ("electives") linked directly to existing courses within the core curriculum (no change to core course Learning Outcomes)
  - AY12-13 pilot: 1) L&E; 2) WPS; 3) NSJW; 4) RS
- (5) Advanced Studies modules (Fall Semester)
  - All students will participate
- (5) IRP Extension modules (Spring Semester)
  - Optional extension (students who elect to fulfill IRP requirement via the ASP coursework)

AY13 Leadership & Ethics Advanced Studies Program

8599: Strategic Leadership

L&E ASP: Base Program (Fall Semester)

Module 1 Critical & Creative Thinking (Book: *Thinking Fast and Slow*)
Module 2 Critical Thinking (Selected Readings)
Module 3 My Lai Case Study (Selected Readings)
Module 4 Leadership I (Book: *The Charisma Myth*)
Module 5 Leadership II (Book: *The Power of Habit*)

L&E ASP: IRP Extension (Spring Semester)

Module 6 Higher Command (Book: *Memoirs of U.S. Grant*)
Module 7 Strategic Leadership (Book: *Winston's War: Churchill, 1940-1945*)
Module 8 Higher Command (Book: *Defeat into Victory*)
Module 9 Strategic Leadership (Book: *20th Century American Biography Series: George C. Marshall*)
Module 10 Strategic Leadership (Book: *George Washington and the American Military Tradition*)

AY13 War, Policy & Strategy Advanced Studies Program

8199: Strategy in Theory & Practice

<u>WPS ASP: Base Program (Fall Semester)</u>
Module 1 World of Warfare I (Book: *The Peloponnesian War*)
Module 2 World of Warfare II (Book: *History of War*)
Module 3 Battle – Close-Up (Book: *The Face of Battle*)
Module 4 Technology and War (Book: *Pursuit of Power*)
Module 5 Military Revolutions (Books: *Dynamics of Military Revolution/ Military Revolution*)

<u>WPS ASP: IRP Extension (Spring Semester)</u>
Module 6 Alexander the Great (Book: *The Campaigns of Alexander*)
Module 7 Caesar (Book: *The Gaelic Wars*)
Module 8 Napoleon (Book: *The Campaigns Napoleon*)
Module 9 General Marshall (Book: *General of the Army*)
Module 10 Winston Churchill (Book: *Churchill at War*)

AY13 Nat Security & Joint Warfare Advanced Studies Program

8499: Leadership & Strategic Decision Making

NSJW ASP: Base Program (Fall Semester)

Module 1 Why Do Good Leaders Make Bad Decisions? (Book: *Analogies at War)*

Module 2 Leadership – Contested Views (Books: *Fire in the Lake, A Better War)*

Module 3 Sleeping with the Wrong Guy (Books: *Triumph Forsaken, The Two Vietnams)*

Module 4 Civilian-Military Relations with Baggage (Books: *Dereliction of Duty*, *Little America*)

Module 5 Tolerance of Ambiguity – The Essence of Leadership & Strategic Decision- making? (Books: *The Age of the Unthinkable, The Black Swan)*

NSJW ASP: IRP Extension (Spring Semester)

Module 6 The Next War IRP Theme

Module 7 The Next War IRP Theme

Module 8 The Next War IRP Theme

Module 9 The Next War IRP Theme

AY13 Regional Studies Advanced Studies Program

8299: From the War Hawks to the Reagan-Gorbachev Summit - Major Crises in American Foreign Relations, 1783-1989

RS ASP: Base Elective (Fall Semester)

Module 1 The Atomic Bombings (Book: *Prompt and Utter Destruction: Truman and the Use of Atomic Bombs Against Japan*)

Module 2 War of 1812 (Selected Readings)

Module 3 Manifest Destiny and The Mexican War (Book: *A Country of Vast Designs*)

Module 4 1898: America's Rise to World Power (Books: *American Gibraltar* and *Fighting for American Manhood*)

Module 5 American Entry into World War I (Book: *Nothing Less Than War*)

RS ASP: IRP Extension (Spring Semester)

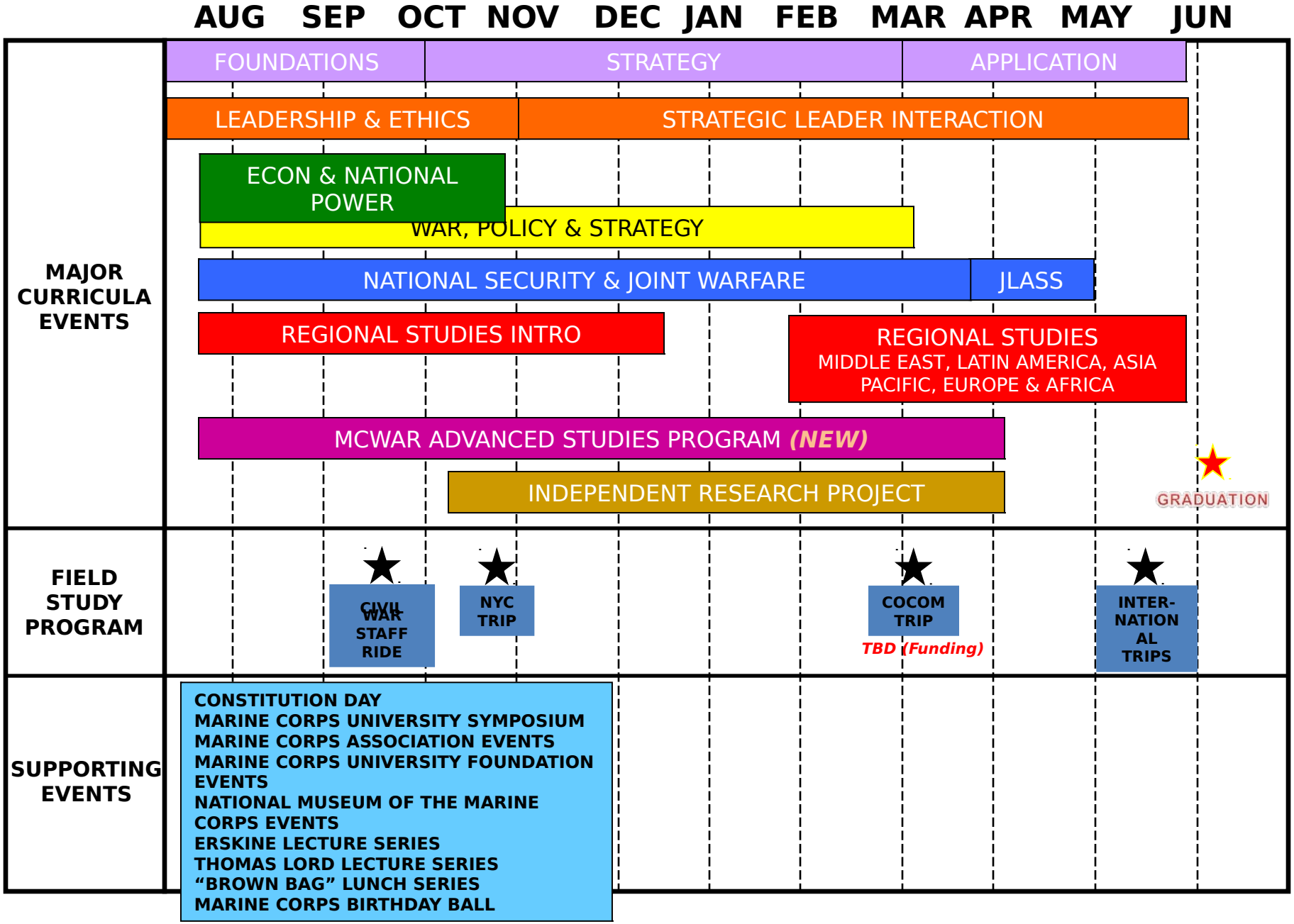
Module 6 The Road to Pearl Harbor (Book: *Pearl Harbor and the Coming of the War*)

Module 7 Origins of the Cold War (Book: *Strategies of Containment*)

Module 8 The Vietnam War (Book: *America's Longest War*)

Module 9 Restoring U.S.-China Relations (Book: *On China*)

MCWAR Academic Calendar (AY12-13)



Representative Week

Mon	Tue	Wed	Thu	Fri
Seminar (G) 0830-1030	Seminar (G) 0830-1030	PSPT	Seminar (G) 0830-1030	Seminar (S/G) 0830-1130
Seminar (S) 1100-1300	Seminar (S) 1100-1300		Seminar (S) 1100-1300	
PSPT 1300-1700	Additional Class/Trip 1400-1700		PSPT 1300-1700	PSPT 1130-1700
Reading 100-125 Pages	Reading 100-125 Pages	Reading 100-125 Pages	Reading 100-125 Pages	Reading 100-125 Pages

Breakdown of Curriculum Hours (AY11-12)

Course	Semester Hours (SH)	Contact Hours (CH)	CH % of Curriculum (not incl PSPT)
Leadership & Ethics	4	55	9%
Economics & National Power	4	51.5	8%
War, Policy & Strategy	5	78.5	13%
National Security & Joint Warfare	13	201	33%
Regional Studies	11	165	27%
Independent Research Project	4	60	10%
Total	**41**	**611**	**100%**

PSPT AY11-12 = 596.5 hours

Contact Hours by Teaching Methodology (AY11-12)

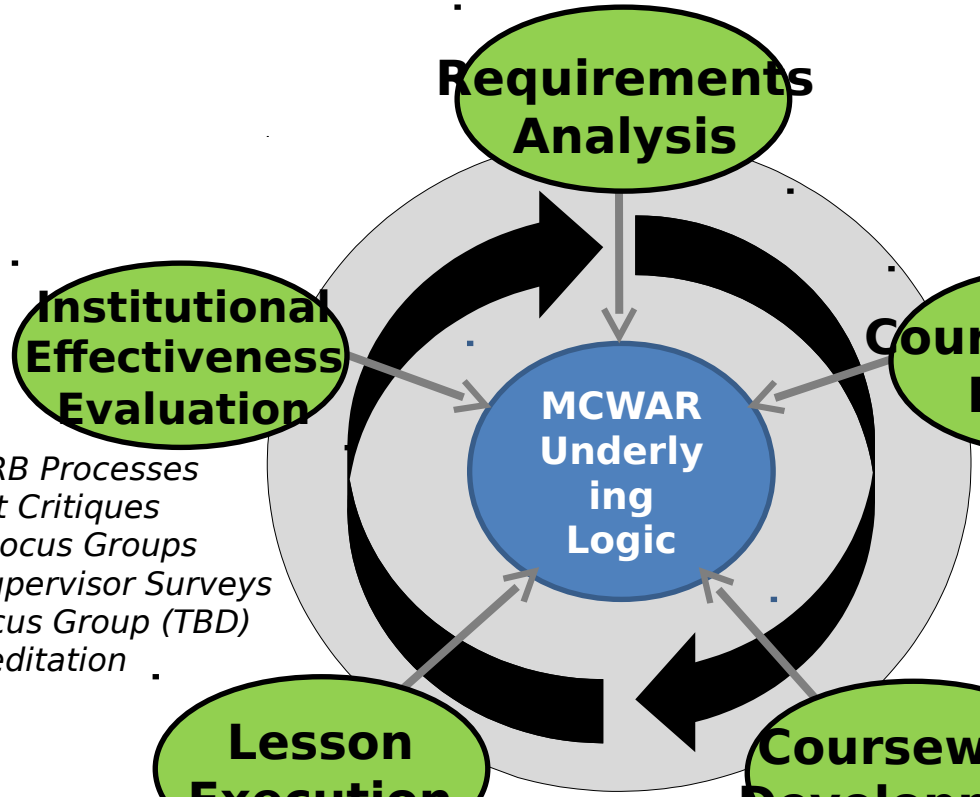
Course	Lecture	Seminar	Prac App	Field Study	Exam	Total
Leadership & Ethics	3	44.5	6	1.5	0	55
Economics & National Power	7	24.5	0	20	0	51.5
War, Policy & Strategy	0	70.5	2	6	0	78.5
National Security & Joint Warfare	6	67	25.5	96.5	6	201
Regional Studies	1	88	0	76	0	165
Independent Research Project	0	0	60	0	0	60
TOTAL	**17**	**294.5**	**93.5**	**200**	**6**	**611**
PERCENTAGES	**2.8%**	**48.2%**	**15.3%**	**32.7 %**	**1.0%**	**100%**

Student Assessment

- Contribution
  - Seminar (Socratic dialogue)
  - Practical application & exercises
  - JLASS-EX
- Assignments
  - Oral presentations
  - Papers
  - Exams
  - Journal entries
  - Independent Research Project (IRP)

Curriculum Development

Foundational Docs & Doctrine
CJCS / CMC / MCU Priorities
Vision/Mission/Program Outcomes
Other Resources



CCRB / CRB Processes
Student Critiques
Student Focus Groups
Graduate & Supervisor Surveys
Graduate Focus Group (TBD)
Accreditation

Learning Outcomes
Educational Objectives
Levels of Learning
Evaluation Methods

Preparation
Implementation

Teaching Methodology
Readings
Assessment Measures
Scheduling

Director’s Assessment

Director's Assessment: Key Strengths

1. An experienced, educated and diverse faculty.
2. A highly professional and diverse student body.
3. A strong curriculum that relies on active learning methodologies and promotes synergies between core courses through integrated design and concurrent execution.
4. An ample allotment of Professional Study and Preparation Time (PSPT) provides students with time to read, reflect and prepare for seminar.
5. A small student body that provides for considerable operational and organizational agility, increases student-faculty interaction, enables small-group interaction with strategic leaders, and facilitates a robust and inclusive field study program.

Director's Assessment: Key Challenges

1. A small faculty means less depth to absorb high turnover and/or gaps in assigned billets, as well as fewer opportunities for faculty development.
2. An increasingly constrained budget puts the field study program at risk.
3. A small student body means a reduced alumni base and results in weaker "brand recognition" relative to our counterparts.

Key Initiatives AY12-13

- Implementation of a “paperless” educational environment
- Assessment of the pilot Advanced Studies Program
- Rewrite of the MCWAR Strategic Plan
  - Including an examination of continued expansion
- Evaluation of opportunities to leverage new Strategic Leader Competencies to measure student improvement

MCWAR Command Brief

QUESTIONS